

## **APPENDIX E**

### **DETAIL ON COMPONENTS OF THE BUSINESS MODEL**

## **Business Modeling Laboratory**

The proposed Business Modeling Laboratory will provide a facility through which VSSS can identify the right area of policy and/or performance to change, and identify the change that will best contribute to the overall achievement of the desired level of outcome and/or performance. The Business Modeling Laboratory will provide a research and development environment in which people work collaboratively to "prove" an approach toward continuous improvement. Bringing the inter-disciplinary team into close proximity will make the communication and decision-making effort transparent to all. The integrated, inter-disciplinary team will work on the same page and toward the same end.

By modeling and testing policy and performance premises in both real world and simulation environments, VSSS will be able to make valid decisions on policy, job specifications and job classes, staff growth and development curriculums and operational modalities, including facilities, work locations, consumer services, procedures, compliance efforts, performance measures, systems, and equipment.

The Business Modeling Laboratory will effectively support financial and cost forecasting, evaluation of policy impacts, and identification and mitigation of risks. The Business Modeling Laboratory will enable VSSS to predict workload, predict legislative impacts, anticipate legislative change and respond to trends. The Business Modeling Laboratory will utilize a highly integrated, inter-disciplinary staff performing on-going modeling and testing. Inter-disciplinary integration extends across State and local operations.

Areas that the Business Modeling Laboratory will support include the following:

### **Project Management**

- Project management protocols
- Cost-benefit methodologies
- Business case development
- Risk analysis and mitigation methodologies
- Work group management methods
- Outcome reporting

### **Business Process**

- Business and service delivery methods, to determine cost benefit, with a goal to reduce operational costs overall
- Realistic and achievable performance standards that reflect a point in time
- Transition between the paper-based environment and the automated environment
- Work behavior modeling to improve use of systems and reinforce simplicity by eliminating paper processing, thereby introducing change into the workplace with limited resistance

- Business operations and performance against financial, cost and performance information, consumer and stakeholder survey information, and community-based service delivery outcomes
- Consumer satisfaction, employee satisfaction and cost-benefit of methods to improve satisfaction
- Benchmarks and outcomes to identify when there are local or institutional barriers to meeting performance targets
- Identification and removal of impediments to achieving defined levels of performance throughout the enterprise

### Policy

- Consolidation of stovepipe policy into a single integrated policy manual
- The integrated policy manual's alignment of VSSS policy with federal policy
- Mechanisms for communicating policy and policy help
- Business case analysis
- Potential changes in pending federal and state policy shifts, pending federal and state policy changes
- Local language demographics, language competency and cultural staff development needs
- Problem resolution and corrective action changes prior to implementation
- Aggregate trend information from systems and compliance data
- Confidence in replicating, across the enterprise, practices that produce positive results in pilot
- Methods for capturing electronic employee and consumer authorizations
- Potential sources of information that can be gathered electronically without impacting the consumer at the point of customer service
- System-based information gathering that is external to VSSS - SSA, DMV, VEC, SVES, Health Department, Bur of Vital Stats, Court, The Work Number, DCSE, DOLPHIN, Criminal History, School enrollment and attendance, property records
- Non-automated programs or procedures that have similar data recording and output requirements (i.e., payments to consumers or protective service component) to determine the cost benefit of incorporating needed functionality in existing rather than developing new systems
- Adequate security levels to secure information without hindering job performance
- Similarity of security routines from locality to locality
- New performance standards as demonstrated by a business case
- Elements of the performance management tool; at a minimum, reporting on cost, performance and outcomes at the lowest level
- Performance, cost and outcome information to identify best practices, service delivery impediments
- New approaches to customer service that makes the consumer more independent of VSSS

- to promote free flow of information to and between the Business Modeling Laboratory and line and management staff statewide
- Requirements specifications for support tools of all types
- Performance measures, measurement methodology, cost-benefit analysis and business case for implementation
- End user testing of systems against business and functional requirements
- Long-term and short-term business case justification for changes in system or equipment requirements, including impact on organizational performance and consumer services
- Anticipated federal and state policy
- Anticipated potential changes in funding sources
- Alignment of policy, procedures, systems, equipment, HR, staff development with proven costs, benefits and outcomes prior to implementation
- On-going re-testing and evaluation of implementation outcomes/performance attained with adjustments on an on-going basis

### Procedure

- Workload components, developing implementation mechanisms for improved work behaviors based on cost-benefit analysis
- Alignment of on-line policy, procedure and guidelines
- Physical and/or virtual work methods
- Work behaviors required to deliver an initial assessment, consumer education, and immediate services at the first point of contact
- Levels of appropriate information sharing
- Job assignment/job consolidation scenarios to identify whether consumers are well-served or whether they are left at risk by the business approach
- Decision-making and accountability for delegations of authority, such as approval of purchase of services, at the appropriate level in the organization
- Procedure for root cause analysis that uses consumer input and integrated compliance information to identify causal factors before devising and implementing statewide solutions
- Local obligations to non-English speaking communities

### Customer Service

- Simplified and integrated support for the consumer and the consumer's household, in order to relieve multiple worker impact on families and children
- Protective evaluation of consumer households, irrespective of age group, as an on-going component of services
- One time data collection to support an initial assessment, as well as a universal financial and services assessment and plan for a household
- Casework models for a simplified and integrated approach to consumer services, using a single, integrated policy manual

- Initial assessment model for widespread acceptance across localities, and changing assessment protocols
- Service delivery methods that prevent the possibility that children fall through the cracks, to assure a higher probability of success in improving performance toward the PIP
- Service delivery methods to provide more comprehensive adult services
- Service delivery methods to integrate child care
- The quality of consumer services
- Consumer education methods and materials
- Performance improvements in searching for consumer verification information from internal and external systems
- Customer service models
- One-time translation of printed, spoken and on-line self-service for use across the enterprise
- Consumer service guidelines
- Methods for educating consumers on how to self-serve
- Methods for educating consumers on how to best maintain control of their own information when doing business with VSSS
- Consumer survey methods that assure accurate and meaningful information to support improved business methods
- Most effective methods of responding to consumer issues or complaints
- Work behavior modeling component to demonstrate staff/consumer scenarios modeling effective interactions
- Performance management approaches that continue to improve the consumer/employee relationship

### Community-based Partnerships

- Community-provider impacts
- Consumer and multi-disciplinary capability to effect community-based services through partnerships
- Effective methods of communicating between providers and consumers
- Methods of supporting VSSS to vendor contracting in an automated environment
- Identify and eliminate redundant and duplicative practices
- Provider contracting, service delivery accounting, invoices and payments that are efficient and auditable statewide

### Human Resources

- Classification and compensation benchmarking to evaluate the impact of movement toward more consolidated job assignments
- An appropriate consolidation of job assignments within services (financial, supportive, and protective) to provide a higher level of service
- The competencies and skill levels necessary to produce the appropriate mix of community-based services at the point of initial assessment

- Certify competencies in performing comprehensive assessments, in language, and other required competencies
- CSC Team leadership responsibilities and team member roles and relationships
- HR equity issues
- Job descriptions and competencies for a mobile workforce
- Job descriptions and competencies for a 24 x 7 service delivery model.

### Error Prevention [quality assurance, fraud, appeals]

- Business methods to move to an error prevention model
- Business methods for quality assurance, fraud and fair hearings to perform work utilizing the same automated systems used by staff in delivering services
- Physical case files replaced by electronic case records as the standard
- Error prevention findings recorded to the case record
- Recording compliance findings to consumer records to trigger employee actions

### Systems

- Existing systems capability to support additional services/benefits or for improving use of existing systems
- Functional capability of all existing and new systems to eliminate need for paper-based form formats
- A higher level of system utilization and performance
- Cross-system communication methods to enhance enterprise performance
- New policies and the requisite I.T. support released at the same time
- I.T. functional requirements that provide optimal levels of support to achieve desired operational baselines
- 24 x 7 service delivery mechanisms to assure that supporting technologies are properly identified
- Benchmarks and performance standards along with changing technologies to integrate policy and technology for affordability and flexibility of operation
- System functionality that assures all information related to a household is readily available to service providers in the same electronic case record
- System use to replace physical case files
- Performance measurements for system reporting

### Equipment

- Equipment for a mobile and/or 24/7 workforce
- End user testing of requirements in a real-world setting
- Statewide procurement methodologies to secure economies of scale
- Local procurement methods from State volume-negotiated agreements/contracts
- Local input methodologies for participating in statewide volume-based agreements/contracts

### Staff Growth and Development

- Staff development curriculum mapped directly to policy, practice, systems, mission, performance standards and outcomes expected
- Consumer contact personnel development and certification
- Integration of staff development curriculum into business modeling
- Work behavior modeling curriculums for use statewide
- Tracking and reporting on staff development outcomes
- Cultural information to staff early as population shifts occur, and effectively to assure understanding of cultural needs and circumstances
- Consumer service guidelines and business methods to assure that the staff growth and development curriculum achieves the desired outcome of excellent consumer service
- Root cause analysis curriculums to institutionalize the enterprise-wide capability
- Management curriculum on business decision-making, including, but not limited to, investment decisions, policy decisions, performance management decisions, and corrective action decisions
- Cost-benefit analysis curriculum geared to both line and management staff at the State and Local levels
- Business case development curriculum for all staff at the State and local levels
- Methods for disseminating staff development and work behavior modeling curriculum

### Financial

- Structured decision-making as it relates to cost-benefit analysis
- Cost elements of the existing service delivery model
- Activity-based costing methods
- Measuring and quantifying the cost of the practice of multiple consumer visits to VSSS offices to consummate a single unit of service
- Cost analysis of any impediment at the point of service delivery to consumers
  - Measurement of the cost associated with delays in getting information from the consumer
  - Measurement of the cost of paper-based applications from community partners or outreach
  - Measurement of the cost of delays when VSSS fails to assign the correct aid codes timely
- Cost analyses on new business methods as implemented
- Community-wide impacts/costs that are incurred when VSSS services are delayed beyond a defined threshold
- Full business analysis for both State and local decision-making by making cost, performance, and outcome information readily available across the enterprise
- Funding and financial priority setting
- Cost-benefit analysis of policy, procedure, work behaviors, staffing to workload ratios, system support, HR and staff development requirements

### Communication

- Simpler, more effective business approaches to assure two-way communication throughout the enterprise to support a participatory relationship
- Multi-media approaches
- Mechanized communication medium for self-service
- Benchmark and update communication as improved communication methods emerge
- Cost information to VSSS administrators for planning and implementation purposes
- Cost information to all staff
- Solicit input and deliver communication about elements of the To Be Business Model
- Promote understanding and identify organizational anxiety about changes Business Modeling Laboratory findings
- New customer service work behaviors for VSSS personnel and for community-based partner personnel
- Best application of best practices and technology tools
- Best use of funds
- Demonstrating to staff at all levels a culture of excellent service
- Reinforcement of performance expectations

This discussion of the Business Modeling Laboratory's contribution to enhancing results and outcomes should not be considered complete. As experience and confidence increases, its uses will continue to unfold. It should be understood that this is as much an approach to collaboration as it is for modeling results.



## **CONSUMER SERVICES**

The Consumer Services Core Function is a greatly simplified approach that uses a single point of data/information collection across all programs within the scope of this project. The Consumer has the freedom to choose self-service, service initiated through a community-based partner, or directly to VSSS, through any of several modes.

### A Pervasive Statewide Philosophy of Excellent Consumer Service

The To Be business model assumes a pervasive statewide philosophy of consumer services that is reinforced through communication, performance targets and monitoring, performance measurement, and staff development and retooling.

### Consumer Self-Service

It is assumed that consumers have the ability to self-serve to initiate VSSS services. It is also assumed that Consumers have access to their own household's record and history of services with VSSS. They have the ability to view due dates, participation requirements, services assessments and services plans. They have the ability to submit change information, including household demographics, and communicate with service delivery personnel, through the self-service facility.

### Household-based Services

Contrary to the As Is policy and practice related to narrow stovepipes of need, the To Be business model will address the needs of the entire household, irrespective of bloodline relationships. Within the limits of law and circumstance, the Consumer has the prerogative to exclude individuals in the household. VSSS data collection and assessment services do not require a force-fit.

### Single, Data Collection Tool

A single data collection tool will support highly skilled and trained staff in developing an initial assessment as well as a universal financial and services assessment and plan for community-based services to a consumer's household.

### Shared Information

To the extent allowed by federal and State confidentiality policy, and as authorized by the Consumer, Consumer information can be shared across all service providers (internal and external to VSSS) in order to eliminate duplication. Confidentiality policy and policy will be clear on what and how much information can and must be shared with the consumer's release/authorization. Policy will clearly define who has a need to know in what situations. Information system security routines will be designed to support job assignment performance expectations. Routine security implementation will be statewide.

### Highly Skilled Assessment Staff

Upon making contact through VSSS, they will be served by VSSS' most skilled staff. VSSS staff collecting information and performing the initial assessment will have a broad-based understanding across 20 integrated services, including financial, supportive and protective. Assessment staff is highly competent in educating the Consumer as to service delivery choices as allowed by law and/or policy, and availability of services beyond VSSS limits. Assessment staff is focused on Consumer needs and will refer to non-VSSS services when that is a better fit. Assessment staff refers immediately for emergency services of a protective nature; for emergency services of a supportive or financial nature, Assessment staff will complete initial service delivery at the point of first contact.

### Consumer Education

An educated Consumer group is important to the service delivery outcomes. Consumers will be educated on participation in the effort, how to self-serve, how to assure that information already on hand is not requested again, how to assure prompt delivery of services.

Consumers will be provided a packet of information at the end of a VSSS contact (either physical or electronic) with information on how and where to access other community-based services or resources, requirements for providing missing information, next steps they and VSSS need to take, copies of any information provided to VSSS, calendared appointments with VSSS and other providers, maps, vouchers, and other.

### Collaborative, Multi-Disciplinary Consumer Services Approach

Duplication and redundancy is stripped from this business approach as Consumer Services Coordination Teams are assigned to provide longer-term financial, supportive and/or protective services. An educated Consumer is a participating team member, with decision-making responsibilities and sharing accountability for outcomes with the service delivery team. The CSC Team assigned may be one or two or three individuals, plus community-based service delivery partners as required.

It is a goal of the Consumer Services Core Function in the To Be business model to assist the Consumer and the consumer's household in becoming independent of VSSS employee involvement. Appropriateness of the level of service delivered across the household and service delivery outcomes will be measured. Impediments to reaching this goal will be identified and service plans will be adjusted for results.

There will be on-going feedback to the Consumer about the level of success they and VSSS are having in reaching a level of independence.

### Community Partnerships for Service Delivery

A highly supportive Information and Referral Network and formal community-based partnerships will be used to provide primary or supplemental services to Consumers and their households through a community-based services model. The information collection tool, initial assessment capability, and historical consumer household information (within limits of law and consumer permission) will be shared by the service delivery partners.

When the Consumer chooses to initiate services through other community-based services the assessment is initiated external to VSSS, but results in a referral for services into VSSS. The VSSS Assessment activity will respond immediately to the referral. There should be no discernable difference in level of service through VSSS directly or through a community partner.

### Consumer Surveys

Consumer surveys solicit input from the Consumer during the first point of contact; the survey methodology is designed to produce a 100% response. The information is readily available to the Business Modeling Laboratory, is reviewed to identify opportunities for improvement, and changes to Consumer Services are modeled and tested prior to implementation. Findings are shared with localities, to the partnering community, and to governing boards, or acknowledging successes, or with a specific plan for improving deficiencies.

Surveys throughout the service delivery cycle are used to get feedback from the consumer about the level of success they and VSSS are having in reaching a level of independence. For instance consumers may be asked, “Is VSSS operational approach interfering?” “How intrusive is VSSS in the Consumer’s situation?” – “Are other community partners being used?” “Are modes of service access and service delivery effective for them?” Routine adjustments will be made to service plans on the basis of consumer feedback.

### Commitment to Lasting Simplicity in Consumer Services

The Consumer Services Core Function in the To Be business model is dependent upon lasting simplicity. For this reason, there is a focus on use of technology as an enabler, eliminating dependency on paper-based work methods. VSSS will maintain a consolidated and integrated approach to policy, practice, systems and job assignments. Performance management will serve as the monitoring component to identify issues for resolution.

## **SINGLE, INTEGRATED POLICY MANUAL**

The To Be business model assumes that a single, integrated on-line policy manual to support services (financial, supportive, and protective) will be in place and supported by separate integrated documents for procedures and guidelines. It is assumed that the policy manual will be arranged topically, with all policy requirements organized by topic. The policy manual will integrate policy for error prevention.

### Intuitive and User-Friendly

It is assumed that the policy manual will be intuitive and user-friendly; i.e., searchable, hyperlinked to supporting documents, hyperlinked to federal regulation and hyperlinked to State regulation. The procedures document, when hyperlinked, will function as a side-by-side document to support service delivery and business methods. The documents will be modeled and tested to assure alignment and clarity. The Consumer information collection tool and Assessment facility will be linked to policy.

### Synchronization of Implementation

When the policy manual is updated the systems must be updated at the same time. Policy, procedure, guidelines and supporting systems and technology will be released in a synchronized way. Changes and updates will be communicated effectively. Policy manuals, procedures, guidelines and staff curriculums will be updated prior to implementation. Staff will be prepared and system changes implemented prior to implementation of policy and/or procedure changes. When the system update is released, the broadcast capability at system sign on must notify users of the update.

### Federal and State Policy

The single integrated policy manual will maximize the latest and most efficient federal rules on services (financial, supportive, protective); and, will, as appropriate, align state program policy to eliminate complexity of process. The Business Modeling Laboratory will identify impediments in policy to simplifying procedure.

### Preparing Staff

End users will receive curriculum on-line as policy/system changes occur via on-line scenarios. Staff development will be interactive with modules for practical application of new policy. The Staff Development approach will include person to person as well as person to system scenarios, supported by policy, procedure and guidelines.

A tracking mechanism will exist to record that an individual has completed the training module from start to finish. The individual's supervisor will be notified of completion of the training. An on-line function will exist for logging all training for all participants. Individuals will have direct access to their own staff development records.

### Policy Clarification

The To Be business model assumes that the need for policy clarification will be dramatically reduced. There are To Be assumptions that will effectively support users should clarification be required, however. Questions will be able to be posted on-line directly to the policy owner as listed in the policy or procedure manual, with notification to Error Prevention and I.T. personnel. Communication regarding policy must be coordinated with compliance functions and systems functions to collaborate on answers. The policy owner will be accountable for posting of an on-line turnaround response. Questions and responses will be available for anyone within the system to view. Questions and responses will hyperlink to the appropriate policy. And, policy will link to posted questions and responses. If the response requires an update to policy, it will be modeled and tested for efficacy prior to release.

## **HUMAN RESOURCES**

New job descriptions will recognize the education, skills and competencies required in the To Be business model. HR will work within the Business Modeling Laboratory to assure that job specifications match business and performance outcome expectations.

### New VSSS Roles and Responsibilities

It is assumed in the To Be business model that a relatively significant level of job function consolidation will occur as staffing needs are defined for the To Be Core Functions.

- Strategic Planning and Management
- Operations Management
- Partnership Development
- Consumer Services

Each of these has new roles and responsibilities that must be benchmarked and modeled and tested to assure there is a correct fit of background, skills and competencies with the new business model. For example, in Consumer Services there is a shift from programmatic job designations based on funding streams and As Is business activities to broader responsibilities for financial, supportive and protective services, irrespective of program designation or activity.

In Consumer Services, workload for direct service delivery is divided into Assessment and Consumer Services Coordination Teams. There is requirement for skills and qualifications that are new. Competencies in assessment methodologies, customer service, and use of technology tools are mandatory requirements for these jobs as is the ability to understand and act on the broadest possible knowledge of public social services. Working with other service providers in a team is yet another critical skill.

There are new roles and responsibilities throughout the statewide enterprise in all Core Functions for skills and competencies enabling an individual to work effectively in a collaborative model in either multi-disciplinary or inter-disciplinary teams. Roles and responsibilities include accountability for meeting the organization's strategically defined performance standards based on expectations for a higher level of organizational performance. All staff will be measured and rewarded differently in the To Be business model.

### Universal Competency Requirements

New and broad-based skills are required for working in the 21st century To Be business model. HR classification and compensation studies will highlight the requirements of the new business model. Excellent skills will be required for the following:

- A full range of business analyses
- Customer service
- Technology and systems (desktop and enterprise, across platforms)
- A minimum standard of proficiency in VSSS systems
- Proficiency in business methods
- Proficiency in use of tools/applications required by the work environment

Some skills such as Customer Service and Assessment, I.T., and language will require certification. Technology skills will require certification and re-certification for all employees throughout the State and local enterprise. Job classifications and job descriptions will define the levels of technology skill certification that is required for each job assignment in the To Be Business Model

A competencies inventory will be used to identify individuals with policy knowledge that also have the skills to be developed so that they can assume I.T. responsibilities.

HR, working within the integrated Business Modeling Laboratory will identify the skills and abilities that existing employees must build to be effective working in the new business model. HR, subsequently, will work with Staff Growth and Development to model and test an education program for VSSS employees to begin building an in-house skill base.

### Job Analysis

Job Analysis, job specifications, and performance measures for each area of responsibility are based on the level of performance and outcomes/results expected across the enterprise. The classification and compensation studies will be derived from the outcomes of modeling and testing business approaches as well as personnel assignments in the Business Modeling Laboratory. Modeling and testing business approaches is directed at excellent customer service outcomes.

As the Business Modeling Laboratory, over time, identifies changes in required business approaches demanding new competencies, the findings will trigger HR classification and compensation adjustments. HR specifications will be flexible in allowing redeployment of existing employees with key competencies and certifications. Roles, responsibilities, skills, competencies, and targeted outcomes are critical HR considerations in the To Be business model.

### Benchmarking



HR classification and compensation studies will benchmark VSSS local staff against other service delivery personnel in their area as well as statewide. It is the intent of the To Be business model to have jobs that are attractive to the types of individuals with the skills and competencies required. Benchmarks for competencies, qualifications and certifications will be tested and evaluated against expected performance results in the Business Modeling Laboratory.

#### Support to Local Agencies for Redeployment

HR will receive input from local agencies on performance, competencies and certification capabilities of existing staff for redeployment to job assignments in the To Be business model. HR, through the Business Modeling Laboratory, will confirm competencies and certification; i.e., for redeployment to the Assessment role.

#### Recruitment and Retention

The To Be business model assumes a highly successful recruitment and retention capability within VSSS. There will be ability for candidates to complete and file applications for employment on-line, with ability to submit a resume in a prescribed format. Potential candidates will be assigned an account with a PIN for the job candidate to do their own follow-up on status of recruitment or to update the individual's resume as needed. It is assumed that HR will do continuous recruitment for all positions, certify candidates on a flow basis.

The process shall provide an on-line approach to communicating the recruitment pool and their skills, background, career objectives, availability, and contact information to localities as they are certified.

It is assumed in the To Be business model that HR will, via the Business Modeling Laboratory, identify the numbers of staff, and skills and competencies required over time. There are opportunities to work with universities and colleges to produce a pool of skilled recruits within the next four years.

In the To Be business mode, VSSS through HR will form an association with businesses statewide that employ staff with the competencies desired by VSSS. VSSS will position itself to become an outplacement employer as businesses downsize or outsource their operations.

When individuals resign, a valid tool must be utilized to collect information from exit interviews. The tool will support analysis as to why individuals are leaving VSSS employment to establish trends and baselines. Based on this information and the business case analysis of loss of skills, HR will develop retention plans to correct the issue.

VSSS, through HR, will develop an investment plan for workforce development to keep the workplace simple. Recruitment or development of individuals with the competencies for the new business model will help accomplish this outcome.



### HR Information Management

An automated HR management capability will track staff by locality and position, job assignments, supervisors, units, divisions, competencies and skills, leave, pay, retirement tracking, leave tracking, as well as inventorying a bank of special skills that can be made available across the statewide enterprise. The HR automated system will be accessible by employees, supervisors, managers with the ability to integrate HR information back to the Consumer Services function for assignment of cases, management of work load, and appointment calendaring.

The HR automated management capability is expected to have the following levels of functionality:

- Secure employee accounts for access by the employee, supervisor, and assigned manager
- An audit trail of those individuals that have viewed a personnel evaluation
- Communication with the Statewide Financial Management System to establish payroll accounts for new hires without re-entry of data.
- Maintenance of employee information related to revenue streams is only maintained in the HR system via job assignment and revenue stream code
- The information is communicated to the statewide financial management system without re-entry of data
- An expense reimbursement capability with a communication link to the statewide financial management system for accounting purposes
- A mechanism to communicate state employee information from the VSSS HR system directly to the State's HR system without re-entry of data
- A mechanism to protect employees and consumers from identity theft
- An ability to track leave, pay, and retirement data as well as provide an interface between existing state and local payroll systems
- A performance management capability, with on-line evaluations, an on-line scorecard that exhibits performance standards for the job assignment vs. performance metrics

### Performance Management

Performance Management methodology will provide on-going reinforcement of the performance standards, measuring and evaluating individual performance, consumer outcomes, and organizational outcomes at all levels of VSSS. A mechanism for representing meaningful performance information, such as a scorecard, will be used to communicate individual and organizational performance. Performance management will be based on the performance standards and expectations specific to an individual job assignment. Negative performance findings for any area will include a plan for corrective action to improve performance within a specific timeline. Performance management includes development of new and higher level competencies and supports career-path planning. The performance management system and scorecard will provide the measurement and communication medium.

## **INFORMATION TECHNOLOGY**

Information Technology (I.T.) is a key element in VSSS' ability to meet the performance targets of the To Be business model. As a workgroup within the Business Modeling Laboratory, I.T. will be responsible for participating in on-going modeling and testing of business methods and business outcomes. The To Be business model assumes that I.T. is a supportive function, not a driving function. Responsibility for defining functional and performance requirements for systems is vested in business analysts. Responsibility for defining operational requirements for systems is vested in I.T.

In the To Be business model I.T. is accountable for delivery and maintenance of automated tools and systems that support the Core Functions in achieving their performance objectives. Integration of I.T. personnel within the Business Modeling Laboratory provides the communication infrastructure for dealing with issues, problems and projects in the same language focused on excellent service delivery to the consumer. The following are expectations of the To Be business model:

- Performance standards at the consumer services level automatically triggers I.T. analysis to supply tools and technology to support performance
- Operational cost benefit analyses translate to I.T. funding and priorities
- System simplicity matches policy simplicity
- System functionality to meet the defined needs of business functions
- System implementation synchronized with policy implementation
- Systems modeled and tested in the Business Modeling Laboratory to assure real-world utilization meets the defined business requirements
- Full utilization of system and sub-system functionality to support higher levels of end user performance
- Supplementation of system functionality where deemed cost-beneficial (cost of end-user labor and lack of end-user performance is quantified)
- Monitoring of end user performance and system use to identify value in a higher level of system use
- Reuse of existing systems or technology for unmet needs whenever the level of functionality already exists
- Systems are well documented to assure that maintenance costs can be controlled and anticipate
- System complexity doesn't interfere with ability to change and adapt
- Use of other State and federal systems to supply levels of functionality without significant investment - Vital Stats, DMV, SSA, DCSE
- Use of cost-benefit analysis and business cases for I.T. decision-making
- VSSS expected performance due dates drive due dates for system functionality
- Systems are designed and developed on affordable and flexible platforms that permit rapid changes without incurring high costs of operation

- Software and hardware that have enterprise capabilities are identified and recommendations are developed to optimize the investment through enterprise-wide use
- System design and development adheres to integrated policy guidelines rather than constrained by funding streams
- Data available from interfaces is available and accessible in real time to consumers, staff and community-based partners
- Systems provide statistical and operational data to community-based partner services
- Enterprise-wide software licensing economies of scale are used to assure all personnel can achieve performance expectations
- Security design doesn't impede employee performance.

### System Technical Support

System Technical support is an organizational structure similar to Consumer Services which puts the highest level of technical support skill at the first point of contact with the end user. It's primary responsibility is to identify the end-user's problem and assure resolution efficiently. I.T. assumes responsibility for contacting the correct source for problem resolution. I.T. assumes responsibility for generating SIRs (System Investigation Requests) when a system problem can not be immediately resolved.

I.T. Help Desk procedure includes responsibility for identifying the right contact for system problem resolution, and connects the end user with the contact, relaying the end users problem to the contact

### Transparency of System Status

Establishment of a communication medium that makes information available to end-users:

- Open system requests and their status with updates as system problems are fixed
- System enhancements in the queue and expected milestones (user testing, pilot) and implementation timelines.

## **STAFF GROWTH AND DEVELOPMENT**

It is assumed that existing VSSS employees do not uniformly have the skills and competencies to perform to expectations of the To Be model. Existing employees must be able to "grow" these skills over time as the organization changes incrementally, allowing them to certify to the same skills and competencies as required of new hires. New employees must be certified as having the requisite competencies at the point of hire.

### Significant Modification to Curriculum

It is assumed that Staff Development curriculums will be modified significantly to educate existing and new VSSS employees on the enterprise-wide commitment to consumer service. Curriculums will be developed from the single, integrated policy manual, procedures and guidelines. Curriculum will stress performance for efficiency/effectiveness. Curriculums will re-tool existing staff to eliminate repetitive work activities and eliminate unnecessary procedure.

### VSSS Control over Curriculum

VSSS will retain control over curriculum and will monitor staff development content because of the strategic importance of this activity to service delivery and performance outcomes. Staff Growth and Development's role in the Business Modeling Laboratory will confirm that the curriculum directly maps to policy, practice, systems, mission, performance standards, and required outcomes. Staff development curriculum will reinforce best application of best practices.

### Management and Supervisory Performance

Curriculum is developed specific to the needs of supervisors and managers:

- Institutionalizing methods for managing people to perform at the highest level in the new business model
- Management use of information resources to identify issues and correct performance in customer service, service planning, multi-disciplinary team participation, collaboration with external service delivery partners
- Skill building in evaluating published cost, performance and outcome information to support a complete business analysis for decision-making
- How to evaluate problematic situations to determine a course of action
- Guidelines and expectations for use of root cause analysis methodologies; how and when to utilize root cause analysis; methods for assessing root cause

## **STATEWIDE FINANCIAL MANAGEMENT SYSTEM**

The Statewide Financial Management System is a single source for performance and cost information. Through this source, statewide cost, performance, financial and statistical information is immediately available for day to day management without maintenance of multiple systems, and without multiple data entry. The statewide information provides a critical level of transparency between the State and localities. The data generated tells the truth...about sources of funds, appropriations and revenue, expenditures, receivables, services provided, services purchased, services authorized, allocations, cost sharing, reimbursements and settlements.

Statewide cost, performance, financial, and statistical information is readily available on an on-going basis to support administration of local agencies, and State supervision. The information provides real information for the following:

- Managing a chart of accounts
- Line items that are common statewide
- A general ledger
- Managing consumer accounts
- Managing payroll
- Activity based costing
- Cost-benefit analysis
- Attribution of costs
- Managing provider payments
- Managing payments for services
- Managing encumbrances
- Posting provider invoices
- Reconciling money in and money out
- Routine reporting
- Baseline analysis and changes in benchmarks
- Budget planning and management

The Financial Accounting activity within the Core Function, Operations Management, is responsible for supporting the Business Modeling Laboratory in forecasting costs for changes or improvements in policy, systems, and processes.

In the To Be business model, it is assumed that cost, performance, statistical and financial information is accessible statewide to all employees irrespective of job assignment, viewable on-line, and up to date on a defined periodic basis (e.g., weekly).

## **PERFORMANCE MANAGEMENT**

In the To Be business model, performance criteria exist for all elements of the service delivery system including state and local. Performance criteria are developed across the enterprise at all levels based on an expected level of excellent consumer service. “Excellent customer service,” in this context, means that services (financial, supportive, and protective) are delivered as required by law and/or VSSS customer service philosophy. The To Be business model is supported by transparent (published in a variety of media throughout the enterprise) on-going measurement of outcomes against performance criteria. It is expected that all employees, at every level, will understand how and why performance criteria are established and will be committed to high levels of personal and organizational performance.

The performance management methodology will include evaluation for professional behavior, including individual presentation, professional conduct, and professionalism of relationships. Performance management philosophies will be used as a basis for orienting new and existing staff to performance expectations. Modeling and mentoring of expected conduct is a responsibility of the organization as a whole.

### Rules of Conduct

Rules of conduct are communicated early and clearly to interviewees, all new hires, and re-iterated to existing employees. The consequences of failure to adhere to the rules of conduct are communicated and agreed to by employees at all levels of the organization. Performance management includes review of the rules of conduct and coaching to continue building these skills. Rules of conduct include but are not limited to:

- Ethics
- Security
- Professionalism
- Dress
- Customer service interactions
- Professional relationships tied to competencies
- Relationship to the organization
- Authorized and effective use of automated systems

### Scorecard

Job Analysis and job specifications, and the performance measures for each job assignment, are based on the level of performance and outcomes/results expected across the enterprise. Performance measures for each job assignment become the basis for a personal and organizational scorecard. Guidelines are in place for structure and application of the scorecard. On-going performance management is carried out to meet the performance standards and achieve performance expectations specific to the job assignment. The intended result of performance management is continuous growth and development of a highly performing staff, and commensurate continuous improvement in business operations and consumer service. There are goals to demonstrate specific levels of performance within a specific timeframe.

Performance management will result in development of new and higher level competencies and career-path planning for all State and local employees within VSSS.

### Benchmarks

Performance management will establish benchmarks for on-going evaluation of personal and organizational performance. The benchmarks will assist in identifying if:

- Integration of policy, people or systems is hampered by any state or local efforts to reinstitute stovepipes
- Performance management criteria is properly aligned with specific job assignments
- The expected level of performance and outcomes/results are being achieved across the enterprise.
- There are individual barriers to meeting performance targets
- Automated systems are not being used to optimum levels
- Statewide standards for consumer response and/or case record management fail to meet benchmarks
- Communication of performance management objectives is effectively supporting VSSS business objectives

### Communication of Performance Information

In the To Be business model performance and financial information will be transparent and will be readily available to all employees and the public utilizing broad-based communication mediums for self-service. On-going communication from the consumer to the Governor, without communication filters or barriers, will share VSSS commitment to and results from performance management efforts.

Targeted performance baselines will be published, along with criteria for measuring performance, timelines for achieving the targeted baseline, and VSSS progress in meeting the objective. These may include any or all of the following:

- service delivery
- cost savings
- consumer service outcomes
- quality of collaboration with external partners.

In all cases, the targeted baselines are set to seek more efficient procedures and better application of technology.

Communicating throughout the enterprise to operations management and consumer services employees about expectations for performance and performance measurement shows respect by including the employee as a performing member of the organization. The communication medium provides practical guidance on how to accomplish the standards for performance. An electronic communication thermometer measures where the State, localities and individuals are in meeting the goal...something of a “how we measure up today” indicator.



### Incentives for Performance

The To Be business model assumes the performance management will include personal and organizational incentives for meeting and exceeding targeted baselines. For example, there may be incentives for consistently providing same day services, for exceeding the benchmark of cost effective operations, for moving from paper to electronic records, or development of community partnerships that result in abatement of deficiencies in given indices of well-being.

The impetus for local autonomy will be minimized by providing incentives for exceeding the state standard in customer service. Likewise, the To Be business model assumes there will be disincentives for not meeting statewide benchmarks.

There will be a mechanism for localities to request accreditation reviews for the purpose of evaluating, on a periodic basis, the agencies' performance against established standards.

### Strategies to Close the Gap in Performance

Throughout the transition period, strategies to close the gap in performance will be used as VSSS implements Interim Changes. Via the Business Modeling Laboratory working under the auspices of Enterprise Change Management there will be continuous analysis of strategies and practices to close the gap as it is defined for each operational component.